Treasury and Policy Board

Business Plan 2002-2003

March 2002

Treasury and Policy Board

Business Plan 2002-2003

Table of Contents

A. Mission 1

B. Planning Context 1

C. Strategic Goals 1

D. Core Business Areas 2

E. Priorities 3

1. *Support to Treasury and Policy Board / Cabinet* 3
2. *Strategic Planning and Budgeting* 3
3. *Coordination of Corporate Policies and Priorities* 4
4. *Supporting Effective Corporate Administration of Government* 4

F. Budget Context 5

G. Outcomes and Outcome Measures 6

104-01832/

Treasury and Policy Board
Business Plan 2002-2003

A. Mission

To ensure that the expenditure and policy initiatives of the public service are planned, communicated and implemented in a way that reflects the priorities of government and inspires confidence in the people of Nova Scotia.

B. Planning Context

Treasury and Policy Board (TPB) office is the central planning and budgeting agency of the Government of Nova Scotia. Created in 2001, this organization is moving into its second year of operation. In its capacity as the central planning agency of the Government of Nova Scotia, the Treasury and Policy Board office is responsible for coordinating policy and financial planning activities across government.

Treasury and Policy Board office is well positioned to take on a pro-active leadership role. The past year the office has focussed upon building relationships with departments, agencies, boards and commissions as well as establishing effective working relationships with the Treasury and Policy Board and its sub-committees. The TPB sub-committees and their supporting structure will provide a mechanism for co-ordinated cross department policy development.

Given the current fiscal situation of the province and the Government's commitment to achieve a balanced budget in fiscal 2002-2003, the TPB office will provide an increased emphasis on monitoring the spending of government and developing courses of action to maintain a balanced budget throughout fiscal 2002-2003. In the upcoming year TPB office will continue to clarify the roles, responsibilities and inter-relationships with the other central agencies. In addition, attention will be given to improving internal communications for the purposes of communicating corporate priorities throughout government.

C. Strategic Goals

- Provide high-quality analysis and recommendations to the Executive Council and Treasury and Policy Board.
- Improve communication between elected officials and the public service, including third-party entities.
- Improve accountability of government and the public service, including third-party entities.

- Strengthen the corporate leadership of the public service.
- Promote the implementation of government's strategic plan through the improved integration of planning, budgeting and communications.
- Improve systems, processes and procedures required for effective and efficient administration of government.

D. Core Business Areas

1. ***Support to Treasury and Policy Board / Cabinet***

   Managing paperflow to and from Cabinet and the Treasury and Policy Board, developing the TPB agenda and providing a critical analysis of policy and expenditure proposals to the Executive Council and Treasury and Policy Board as background to the decision-making process.

2. ***Strategic Planning and Budgeting***

   Assisting the Executive Council to develop and communicate its strategic agenda; developing and implementing processes to link allocations of funds with policy direction and priorities; and analysing and advising on department and agency budgets to ensure that allocations and reallocations support priorities, suggesting corrective action when necessary.

3. ***Coordination of Corporate Policies and Priorities***

   Identifying major policy issues and facilitating collaborative policy development on issues that cross departmental boundaries, and initiating, and sometimes leading, corporate projects.

4. ***Supporting Effective Corporate Administration of Government***

   Developing and communicating guidelines and standards for administration of government, advising on government structure and programs, and supporting senior leadership development.

E. Priorities

1. *Support to Treasury and Policy Board / Cabinet*

- Revise the (paperflow) process for submission and analysis of policy proposals, requests for resources, and other transactions to TPB and Cabinet to ensure that Executive Council receives full and comprehensive analysis and advice on proposals.
- Develop a new information management tracking system (FileNet) to record and track proposals, decisions, communications, and activities to ensure effective implementation and follow-up of these decisions.
- Provide staff support for Cabinet / TPB and its sub-committees.

2. *Strategic Planning and Budgeting*

- Assist the Executive Council in ongoing strategic planning and the development of the policy agenda and communicate results throughout government.
- Liaise with Communications Nova Scotia and the Office of the Premier to ensure clear, consistent communications on the government's strategic agenda, as well as directions for implementation.
- Prepare government's annual business plan consistent with corporate goals and priorities, thereby communicating the direction of government for the coming year.
- Prepare the annual estimates book, in consultation with Department of Finance.
- Prepare and publish the annual government accountability report, reporting on performance against the previous year's business plan goals and priorities.
- Refine outcome measures and assessment processes for government for the purposes of improved accountability and transparency.
- Monitor and respond to quarterly departmental updates to identify issues and initiatives for the following six months, in order to improve planning, scheduling and communications across government.
- Increase emphasis on monitoring departments' monthly forecasts of program expenditures and recommend remedial action, where necessary.
- Develop processes, in consultation with the Department of Finance, to better integrate budgeting, policy development, and business planning, including implementation of an annual planning and budgeting calendar.
- In consultation with the Department of Finance and other relevant entities, review and update the *Appropriations Act* and the sections of the *Finance Act* dealing with additional appropriations for the purposes of aligning the acts with the Public Sector Accounting Board (PSAB) guidelines that the Province of Nova Scotia has adopted.
- Review the format of materials prepared for the Legislature for the budget debate, in consultation with the Department of Finance.

3. *Coordination of Corporate Policies and Priorities*

- Review and analyse proposals submitted to the Legislation Committee to ensure that proposed legislation is consistent with policy direction and priorities.
- Facilitate collaborative policy development across departments and initiate corporate policy projects, including
  - development of mechanisms to strengthen the accountability framework for departments and third-party entities
  - leading the implementation of a revised program inventory and costing methodology
  - completing development of a user fee policy and assisting departments with its implementation
  - facilitating the implementation of an appropriate skills agenda mechanism within government
  - developing a new governance and operating structure for the Policy Advisory Council (PAC), a vehicle for identifying corporate policy issues and coordinating the development of these issues
  - strengthening relationships with other public policy agents, including the academic sector
- Facilitate supportive relationships with departments to ensure that departmental initiatives are coordinated and consistent with government's agenda.
- Effectively communicate government's priorities, plans and policies to departments and third-party entities to support informed and effective policy development, program delivery, and management practices.

4. *Supporting Effective Corporate Administration of Government*

- Extend the use of performance contracts for senior officials beyond the deputy minister level.
- In collaboration with other central agencies, clarify roles, responsibilities, and interrelationships of these agencies and facilitate the development of closer working relationships.
- Promote mechanisms for improved internal, government-wide communications that will focus on the dissemination of corporate goals and priorities throughout the various levels of government and support a culture that values comprehensive communications across and within government units.
- Collect, update, and maintain government's administrative policies and procedures as published in the management manuals and improve accessibility of these policies through Web-based products.
- Support the improvement of Nova Scotia's business climate by facilitating regulatory reform and promoting the adoption of "red tape reduction" principles throughout

government's operations.

- Develop an information management system for corporate issues project tracking.
- In consultation with the Public Service Commission, plan and support initiatives to develop a high-quality leadership cadre in the public service.
- Collaborate with the Public Service Commission to develop initiatives that promote public-sector values.
- Research and promote best practices on the delivery and evaluation of government services and provide departments with tools to assist them to implement these practices.

F. Budget Context

Treasury and Policy Board - Estimated Budget Expenses by Core Business		
Core Business	**2001/02 Forecast**	**2002/03 Budget**
	$ Thousands	**$Thousands**
Support to TPB/Cabinet	$791.0	$813.5
Strategic Planning and Budgeting	$591.0	$562.5
Coordination of Corporate Policies and Priorities	$473.0	$522.5
Corporate Administration	$280.0	$298.5
Administration and Support	$248.0	$192.0
Total Net Program Expenses	$2,383.0	$2,389.0
Salaries and Benefits	$1,664.0	$1,837.0
Funded Staff (FTEs)	25.0	24.0

G. Outcomes and Outcome Measures

Core Business Area:	Support to Treasury and Policy Board / Cabinet					
Outcome	**Indicator**	**Measure**	**Base Year Measure**	**Target-2002/03 (optional)**	**Target-2004/05**	**Strategies to Achieve Target**
Quality information and advice to the Executive Council and TPB	**TPB Client Perspective Survey** (responses to relevant questions)	6.1 Overall satisfaction with level of service provided by TPB	35.8% rated TPB Satisfied or Very Satisfied (2001-02)	50%	75%	TPB Office plans the following initiatives to achieve improved outcome targets: Develop and implement an action plan to address issues raised in **TPB 2001 Client Perspective Survey**. Refine the survey instrument to capture key elements of satisfaction. Reissue **TPB Client Perspective Survey** during 2002 and assess results. Engage TPB Ministers in an evaluation of TPB performance and service delivery, in order to have baseline data for the following business planning year. Develop and implement an action plan to address issues raised in TPB Minister's evaluation of TPB Office. Revise the paperflow process. Complete staffing and develop analytical capabilities. Communicate TPB's "challenge" role to departments.

Core Business Area:	Support to Treasury and Policy Board / Cabinet					
Outcome	**Indicator**	**Measure**	**Base Year Measure**	**Target-2002/03 (optional)**	**Target-2004/05**	**Strategies to Achieve Target**
Efficient administration of TPB/Cabinet agenda	Timeliness of TPB Office processing of Dept submissions	Average time to process department submissions	Baseline data to be developed in 1st quarter of 2002 - 03, using manual system.		Target will be to reduce turnaround time	Implement a document management system that will track processing time for Memos\R&R submitted to TPB Office by departments. Work with departments to ensure all documents for the consideration of TPB/Cabinet are prepared appropriately.

Core Business Area: Strategic Planning and Budgeting						
Outcome	**Indicator**	**Measure**	**Base Year Measure**	**Target-2002/03 (optional)**	**Target-2004/05**	**Strategies to Achieve Target**
Improved financial and business planning accountability	Business Plans and reporting documents	% of government entities (departments, public service votes, and crown corporations) completing annual business plans	100% (2001-02)		100%	TPB office has responsibility for coordinating the business planning and expenditure budget processes of the central agencies and departments. In this regard the TPB office is accountable for analysis, advice and preparation of quality business planning and budget materials for Cabinet decision making.
		% of entities releasing accountability reports, linked to intended outcomes	100%[1] (2001-02)		100%	Implement business planning / budget calendar (GANTT chart). Conduct business planning workshops. Refine outcomes and outcome measures. Commission the Policy Advisory Council (PAC) to evaluate business planning / budget processes for the purposes of continuous improvement.
	Monthly forecast reports	Actual government expenditure reported as a percentage under / over budget	0.6% (2000-01)		Stay within 1% of budget	Monitor financial forecast reports and require contingency plans to address possible variances. Lead the development of a revised program inventory and costing methodology.

[1] Of those entities required to produce accountability reports. In the fall of 2001, departments were required to produce accountability reports for 2000-01. In the fall of 2002, this group will expand to include the public service votes and crown corporations, reporting upon their business plans for 2001-02.

Core Business Area:	Coordination of Corporate Policies and Priorities					
Outcome	**Indicator**	**Measure**	**Base Year Measure (state year)**	**Target-2002/03 (optional)**	**Target-2004/05**	**Strategies to Achieve Target**
Increased understanding of Govt priorities.	**TPB Client Perspective Survey** (responses to relevant questions)	4.1 Percentage of survey respondents who said they understood Govt's priorities.	Majority of respondents understood priorities All respondents 73.5%[2]	Continuous improvement - in overall % and within specific functional areas (i.e., DM, policy, finance, etc.).	Continuous improvement - in overall % and within specific functional areas (i.e., DM, policy, finance, etc.).	Allocate resources within TPB for internal, government-wide communications. Develop and implement an action plan to address issues raised in **TPB 2001 Client Perspective Survey**. Reissue **TPB Client Perspective Survey** during 2002, including additional questions to probe for understanding of government's goals as well as the priorities and assess results. Revitalize the Policy Advisory Council (PAC). Develop collaborative working relationships with departments.

[2] Breakdown by function: DM= 84.6%; Policy =73.9%; Finance =41.7%; Comm =80.0%; Program = 73.7%; Other =82.4%

Core Business Area:	Supporting Effective Corporate Administration of Government					
Outcome	**Indicator**	**Measure**	**Base Year Measure**	**Target-2002/03 (optional)**	**Target-2004/05**	**Strategies to Achieve Target**
Up-to-date administrative policies to facilitate efficient government administration	Complete, up-to-date, published administrative policies	% of corporate policies being reviewed/revised % of corporate policies ready for publication	90% of corporate policies under review[3] 34% of corporate policies ready for publication[4]		Remaining 10% reviewed and revised 90% of corporate policies published	TPB Office plans the following initiatives to achieve improved outcome targets: Complete current work to update and publish the management manuals. Develop and implement a maintenance plan to keep the management manuals current.

[3] As of March 2002

[4] As of March 2002

Core Business Area:	Supporting Effective Corporate Administration of Government					
Outcome	**Indicator**	**Measure**	**Base Year Measure**	**Target-2002/03 (optional)**	**Target-2004/05**	**Strategies to Achieve Target**
Regulatory reform and improved efficiency of government's administration of regulations	Inventory of regulations	% of those regulations under review that have been eliminated / simplified or bundled Systematic regulatory review and reduction of unnecessary red tape	86 sets of regulations under review 2001-2002 Regulatory review framework developed; ongoing assessment process in place		Review completed Annual regulatory review and red tape reduction process in effect for all depts; progress is reported in annual accountability reports	Red Tape Reduction Task Force to submit recommendations on results of current review process. Repeal those regulations determined unnecessary. Ongoing assessment process in place for staggered regulatory review Evaluate for continuous improvement the regulatory review criteria checklist currently in use Commencing in 2003/04 business planning process, departments to include separate strategies for ongoing regulatory review and red tape reduction. Progress will be published in the annual Accountability report. TPB to sponsor workshops on the principles and processes for red tape reduction for Deputy Ministers and other senior program staff.